

VOLUNTEER PROGRAM
GUIDELINES
V.I.P.'s (Volunteers-in-Parks)



North Carolina State Parks & Recreation
Department of Environment and Natural Resources

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ACKNOWLEDGEMENT

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1.0 **DIRECTOR'S STATEMENT**

NC STATE PARKS AND RECREATION

June 1, 2011

Throughout the history of the North Carolina state park system, citizens have played an important role in the growth and development of our state parks system. As the system continues to expand, we continue to strive to deliver the highest standard of public service available from any division in state government. But this growth, coupled with budgetary constraints, means we cannot alone accomplish all of our goals in terms of visitor service, environmental education and natural resource protection.

Citizen input and participation are more important than ever before in the history of the division. With the support of concerned and dedicated volunteers, we can provide the standard of service that the public has a right to expect from the North Carolina Division of Parks and Recreation. Through the use of the many special skills of volunteers we will not only make the best use of our resources, but will also form valuable partnerships that will increase our base of public support and allow the public to become more fully vested in our state parks.

Volunteers have established a proud tradition in parks across our nation. Many parks and the services being provided, owe their very existence to the efforts of volunteers. Through the establishment of the Volunteer Program in the North Carolina state parks system, we uphold this tradition, which is vital to our effectiveness, efficiency, and which is so much a part of our national and state heritage.

Lewis R. Ledford

2.0 MISSION STATEMENT

Volunteers in the North Carolina State Park System help visitors to enjoy the natural beauty, ecological features, and recreational resources our state parks offer. Volunteers help our department respond to, contribute to, and support the Parks mission to provide outdoor recreational opportunities in a safe and healthy environment, and to provide environmental education opportunities that promote stewardship of the state's natural heritage.

SECTION I

PROGRAM DESCRIPTION

3.0 INTRODUCTION

The North Carolina Division of Parks and Recreation Volunteer Program was created to provide better services to the public, increase opportunities for citizen involvement, and allow for better stewardship of our natural resources. Volunteers are a crucial component to our workforce. The major objective of the program is to utilize voluntary help in such a way that it is mutually beneficial to both the state parks and the participants.

Volunteers are accepted without regard to race, creed, religion, age, color, national origin, or handicap. Volunteers are selected to participate in the program because they can fill an identified need. They are usually individuals or members of groups with specific skills and/or interests who will perform a specific function or type of work.

The implementation of the Volunteer Program will occur in each park. Using the following guidelines as a basis, the Park Superintendent or designated employee(s) develops and operates a volunteer program that fits the conditions and needs of that particular park. Each park program is a local operation. Recruiting, selection, training, recognition, and the many other aspects of a volunteer program are handled on site.

4.0 PROGRAM ADMINISTRATION

4.1 Director

The Director, through the Chief of Operations, sets program policy and standards.

4.2 Chief of Operations

The Chief of Operations administers the program and ensures compliance with guidelines.

4.3 Concessions/Enterprise Manager

- Develops guidelines and policies
- Provides technical assistance to the field
- Monitors the database to ensure compliance by parks
- Assists parks in recruiting volunteers and coordinating volunteer activities when needed
- Works with Superintendents to resolve problems
- Monitors the program for training needs and compliance with guidelines
- Answers public inquiries about program and directs interested volunteers to parks in their area
- Makes budget recommendations with regard to the Volunteer Program
- Evaluates the program and makes recommendations to Division Management for changes needed
- Makes recommendations for General Management Plans as needed
- Updates guidelines as needed
- Maintains contacts with outside organizations in the field of volunteerism

4.4 District Superintendent

The District Superintendent administers the Volunteer Program within the district, ensures compliance with guidelines, evaluates the program, monitors the database, makes recommendations to Chief of Operations regarding program changes, and assists in recruiting volunteers and coordinating volunteer activities when needed.

4.5 Park Superintendent

The Park Superintendent administers the program within the park, ensures compliance with guidelines, evaluates the program, and makes recommendations to the District Superintendent.

4.6 Volunteer Manager

Each park will have a collateral duty Volunteer Manager. The Park Superintendent may delegate the responsibility to a member of the staff. In the case of a small park or an inexperienced staff, the Park Superintendent may choose to serve as the Volunteer Manager.

Responsibility for the Volunteer Program will be in addition to other job responsibilities. Duties of the Volunteer Manager will be specified in that individual's Work Plan like other job responsibilities.

The percentage of time to be spent on duties of the Volunteer Manager will be determined by the Superintendent based on employee's other job responsibilities and the needs of the Volunteer Program in that park.

The Volunteer Manager is responsible for the efficient operation of the program. The Volunteer Manager ensures that the program meets the needs of the park as well as those of the volunteer. The duties of the Volunteer Manager are listed below.

- Assist the staff in assessing needs and identifying work that can be accomplished by volunteers
- Prepare job descriptions
- Train staff members in proper management of volunteers
- Recruit volunteers
- Coordinate volunteer orientation and training

- Maintain contact with Park Superintendent to ensure that program procedures are followed
- Handle correspondence relating to the program
- Develop and submit quarterly program reports to the District Superintendent. Keep staff current on ideas and procedures for utilizing volunteers

4.7 Supervisor

Every volunteer must have a designated supervisor. Although the Volunteer Manager is responsible for the overall coordination of the park's Volunteer Program, he or she usually does not directly supervise all the volunteers. Volunteers are generally supervised by the staff member responsible for the work the volunteers are performing. Where appropriate, a volunteer may act as a supervisor of other volunteers, provided that the supervisory volunteer is under the direct supervision of a paid staff member. The staff member who directly supervises a volunteer is responsible for the following:

- Training
- Supervision
- Monitoring and evaluating the volunteer's performance
- Maintaining close contact with the Volunteer Manager to ensure that the work is in accord with overall objectives

5.0 VOLUNTEER QUALIFICATIONS

5.1 Who May Volunteer?

Almost anyone may participate in the Volunteer Program. A volunteer is anyone who performs work for the Division of Parks and Recreation for which he or she receives no pay from the Division. The volunteer may receive pay, work credit, academic credit, or other compensation from sources outside the Division of Parks and Recreation. Off-duty Division employees and their family members may be volunteers. Students doing required course work, and individuals from the private sector whose employer is donating their services to the Division while still keeping them on their payroll (i.e., personnel from the local camera shop giving evening programs on photography) are also considered volunteers.

Volunteers are recruited and accepted from the public without regard to race, creed, religion, age, sex, color, or national origin.

5.2 Employees and Family Members as Volunteers

A Division employee may serve as a volunteer with the Division as long as the duties he or she performs as a volunteer are not the same type of duties for which he or she is paid. For example, an administrative assistant in the Superintendent's office may volunteer to give an interpretive program in the park on her own time as a volunteer, but may not volunteer to do administrative/clerical work for the Chief Ranger. (Federal Wage and Hour Division, Employment Standards Administration, 29CFR Part 553 Section 100, Fair Labor Standards Act. See Appendix 1.)

Currently, there may not be enough specialization to allow Rangers or Superintendents to volunteer in their own park. They may volunteer at another park if they are so inclined. However, as Ranger duties become more specialized, there may be opportunities for volunteering in their own park. Raleigh office and district staff may volunteer in the parks.

Family members and relatives of Division employees may serve as volunteers as long as the Division representative signing the Agreement for Voluntary Services is not an immediate family member.

5.3 What Can Volunteers Do?

Volunteers may be utilized in any and all parts of the park management system. All levels and types of skills may be utilized. Any type of work may be performed as long as it is work that:

- Would not otherwise be completed during a particular fiscal year because of funding or personnel limitations.

or

- Allows paid employees to accomplish work that would not otherwise be completed during a particular fiscal year because of funding or personnel limitations.

For example, a park might recruit volunteers to construct a trail, organize and catalog the photo file, conduct research on an endangered species, repair picnic tables, or paint and install signs in the campground--all work that needs to be accomplished but has been cut out by reduced funding and personnel limitations. Parks might recruit volunteers to help translate park documents, materials and signs, and provide translation services to help parks communicate with non-English speaking visitors. Another example might be a park that recruits a retired couple with a trailer to live in the campground as campground hosts; registering campers, giving out information, checking the campground and washhouses, and doing minor maintenance. This would free a ranger to perform other necessary duties that otherwise might not be completed.

Parks should consider utilizing volunteer assistance as one means of accomplishing park management goals, but should also recognize that volunteers are not always free. They should only be utilized in situations where their participation is cost-effective.

There are a few constraints which must be considered when assigning volunteers to work

projects.

- No volunteer should be required to perform any type of work that he or she does not feel comfortable doing or does not willingly agree to do.
- Volunteers who are assigned to operate machinery or equipment (such as chainsaws, power shop tools, specialized equipment, etc.) must demonstrate their proficiency in the operation of that equipment to the satisfaction of the responsible supervisor. All applicable age restrictions relating to the operation of machinery or equipment must be observed. Volunteers must observe the same safety precautions and use the same safety equipment as park staff.
- Volunteers may assist in the visitor protection functions of the park such as acting as park radio dispatcher on weekends and at other times when the office assistant or other staff are not available; acting as campground host providing a deterrent to vandalism and theft in the campground by their presence; or assisting in search and rescue efforts. Volunteers must not be assigned duties that would place them in a life-threatening situation, even as an observer (i.e. serving as backup on patrol). Volunteers do not issue citations or carry firearms.
- Volunteers should not be assigned to hazardous work. When the task or equipment to be used indicates the need for operational and/or safety training, the volunteer will not be allowed to perform the job until all training is completed, the supervisor knows the volunteer's work capability, and the volunteer understands the job and its hazards. Consult the District Superintendent with any questions about whether a volunteer should be assigned a specific duty. It is illegal for persons under the age of 18 to perform certain jobs. (See U. S. Department of Labor WIT Publication 1330, Appendix 2.) If further assistance is needed in determining appropriate activities for minors, contact the District Superintendent.
- The Volunteer Manager shall be responsible for ensuring that youth groups are not assigned jobs that are hazardous or equipment that is illegal for youths to operate. The Volunteer Manager shall also ensure that youth groups are supervised by an adequate number of adults.

5.4 Use of State-Owned Vehicles

Volunteers who have a valid driver's license may operate Division-owned vehicles when it is a part of their assigned work and is so stated in their job description provided they have successfully completed all agency requirements, i.e., defensive driver training.

Volunteers may not operate Motor Fleet Management-owned vehicles. Volunteers may ride in state-owned vehicles when necessary in the performance of their duties. (Authority: Motor Fleet Management Rules and Regulations.)

5.5 Volunteers Handling State Funds

Volunteers may collect fees only in strict compliance with procedures authorized by the State Auditor's Office for collection of fees and only upon the specific approval of such duties by the Park Superintendent.

5.6 Campground Host Program

The Campground Host program utilizes volunteers who can furnish their own lodging (tent, camper, trailer, or motor home). The volunteer(s) must commit to a specific amount of time to serve as resident Campground Hosts in State Parks and Recreation Area campgrounds. Ideally, a Campground Host would serve throughout the peak camping season. However, in cases where a potential Host would be available for only a six-week or two-month period and no other Host is available, the Superintendent will decide whether to allow a shorter commitment. Individuals, couples, or even families may serve as Hosts. Retired couples often find it an ideal way to spend a few months.

Duties of the Campground Host may include the following:

- Provide information and explain rules and regulations to visitors
- Assist visitors with registration and locating a campsite
- Collection of fees from visitors
- Distribute maps and brochures, and sell firewood to visitors
- Perform light maintenance work around the campground such as picking up litter, cleaning and stocking restroom facilities
- Perform emergency repairs
- Perform emergency assistance for visitors such as unlocking gate in emergency situation, and keeping first aid kit on hand for minor cuts and abrasions
- Help reduce litter and vandalism (mainly by their presence)
- Gather information on use of facilities
- Keep park staff informed of any problems in the campground
- Perform other duties as appropriate

Hosts are provided a free campsite near the main entryway to the campground or other central location so that they may be easily identified and available to campground visitors. The normal camping time limit is waived. If available, utility hookups may be furnished at no cost.

Campground Hosts work under a specific agreement and job description just like any other volunteer. They must receive sufficient orientation and training to enable them to adequately perform their job. Hosts should work under the supervision of the employee who has direct responsibility for the campground in which they are located.

This position requires working weekends, holidays, and evening hours.

6.0 PROTECTION

6.1 State Tort Claims Act and Excess Liability Coverage

Volunteers enrolled in service to State agencies are covered under Articles 31 and 31A of Chapter 143 of the General Statutes governing Tort claims against State departments and agencies, and the defense of State employees.

This Act provides a means whereby damages may be awarded as a result of claims against the Division of Parks and Recreation for injury or loss of property or personal injury or death caused by the negligence of any employee of the Division while acting within the scope of his or her employment. Volunteers are considered employees for the purpose of this Act.

On August 27, 2007, an insurance policy became effective affording \$1,000,000 Excess Liability Coverage above the \$150,000 maximum liability of the Division per injury or damage to any one person under the Tort Claims Act. This is a blanket policy covering all state employees, staff and members of boards and commissions, and all volunteer workers. Excluded from the coverage are claims arising from 1) use of a vehicle, 2) rendering or failure to render medical services, and 3) any claim arising out of either sexual abuse or a licentious, immoral or sexual act.

In order for volunteers to receive this protection, it is imperative that they be properly enrolled and operating under written job descriptions containing specific information on the type of work they are assigned to do. This is necessary in case questions arise on whether a volunteer was acting within the scope of his or her assigned duties.

6.2 Use of Volunteer's Personal Equipment

Volunteers must use state-owned equipment and property in their work, rather than their own personal property. There are no provisions to reimburse volunteers for personal equipment or property that is lost, damaged or destroyed. With regard to personal clothing and equipment used by reenactment groups, Superintendents may, at their discretion, grant permission for their use. The State, however, assumes no liability for the damage or loss of these items.

6.3 Volunteer injuries/accidents

Use the following guidelines when dealing with a volunteer injury or accident

- Administer first-aid treatment, call 911, if necessary
- Complete an immediate assessment of why the accident/injury occurred and take action to insure there is no reoccurrence.
- Gather information needed for report form V-8
- Fill out an accident report form V-8.
- All injuries must be reported to your immediate supervisor (within 48 hours), even if they did not want to receive medical treatment.
- Send a copy of the accident form to District Superintendent. District Superintendent should forward a copy to the Chief of Operations and Concessions/Enterprise Manager.
- If necessary, further investigation may take place.

7.0 UNIFORMS

7.1 Identification

There should be a clear and visible distinction between paid employees and volunteers, and volunteers must not be dressed in a manner that may duplicate the appearance of the State Park uniform. Volunteers should be easily recognized as State Park volunteers by the visiting public for several reasons. Park visitors should be aware that the volunteers are not State Park employees, nor are they community service workers. The presence of volunteers may also draw the interest of park visitors to inquire about other volunteer opportunities.

- The method for identifying volunteers to the public will be a stick-on pre-printed label that reads "Volunteer" and has the NC State Parks logo on it. (See exhibit #1.)
- Long-term volunteers should have a volunteer pin/name tag worn on the left front chest of their shirt/uniform.
- The Division will attempt to obtain t-shirts from outdoor clothing and gear companies to be provided to volunteers who meet certain criteria. The t-shirts will have "Volunteer" and the NC State Parks logo on it. Volunteers may wear these t-shirts once they have received one by meeting the required criteria.

7.2 Clothing (street or outdoor type)

Some parks may require certain clothing for safety reasons, such as closed-toe shoes or long pants when working outdoors. Gloves may be provided or required for certain jobs.

7.3 Historical Period Clothing

Volunteers involved in historic reenactment programs are not required to wear the stick-on volunteer label; however, an effort should be made to let the public know that volunteers are involved in that particular activity.

7.4 Sources of Supply

The stick-on volunteer label is available from the Concessions/Enterprise Manager. If the Division is able to obtain donated t-shirts from outdoor clothing and gear companies, those will also be available from the Concessions/Enterprise Manager.

Volunteers may also wear vests or other items which can be approved by the district or park superintendent.

8.0 HOUSING VOLUNTEERS

Volunteers may be lodged in State Park facilities and will not, as a matter of policy, be charged rent.

Superintendents should use prudence in assigning rent-free quarters to volunteers to assure fairness to state employees who are required to pay rental rates. Criteria for such assignments should be as follows:

- It must be clearly understood that the unit being considered for volunteer occupancy is not needed at the time for employee housing or other park needs.
- The volunteer assigned to the quarters must contribute sufficient hours or make a significant contribution to the park to justify free housing in the park.

Listed below are some examples of lodging volunteers in State Park facilities.

- Parks might allow volunteers groups such as scouts or another organized group to camp for a free night or weekend if they were working on a significant project while they camped.
- Hammocks Beach State Park occasionally has free housing available to volunteers when it is not being used by seasonal employees. The park has barracks located on Bear Island which requires transport by ferry.
- Hanging Rock, Haw River, Stone Mountain and other parks offer a campsite for camper hosts complete with hookups.
- Jockey's Ridge offers housing for students who are volunteering for an internship for the summer. They work alongside and have the same duties as other hired seasonal in addition to any projects required by their school.
- Mount Mitchell has a seasonal barracks onsite for seasonal employees. Volunteers can be accommodated for a limited period depending on scope of work.
- South Mountains has an equestrian campground site for a campground host. The hookups and site are free to the host.

Superintendents are encouraged to utilize otherwise unoccupied, decent, safe, and sanitary quarters to house volunteers whenever appropriate. In doing so, parks will be able to utilize volunteers from outside the local commuting area. This should result in an increase in the number of highly skilled volunteers parks are able to attract and an increase in the amount of high priority work accomplished.

9.0 FUNDS FOR RECOGNITION EVENTS

As part of their budget, parks may request funds for volunteer recognition events. A travel authorization must be completed for any special function where five or more people are in attendance. A draft agenda must be attached and a possible list of attendees. The cost for refreshments is in accordance with DENR BPA policies with minimum of 20 people in attendance. When submitting for payment, the approved travel authorization, official agenda and list of signatures of people who attended must be attached. If less than 20 people are going to be in attendance, refreshments must be paid out of pocket by park staff with no reimbursement allowed.

Park staff is encouraged to seek the participation of support groups, local merchants, or other private sources for additional goods or services to carry out these events.

Financial contributions designated for the Volunteer Program may be used to help finance items of recognition for volunteers and recognition events. Contributions to the Volunteer Program may be made by check payable to the Friends of State Park or the North Carolina Division of Parks and Recreation. It is important that the purpose for which the donation is made be clearly designated by letter.

Cash and non-cash contributions to the State and the Friends of State Park are tax deductible. See Appendix 3.

10.0 RECORD KEEPING AND REPORTING

10.1 Forms

Various forms are used in the Division's volunteer program for record keeping and reporting. The forms have been listed below, along with instructions. Copies of these forms are shown herein as Exhibits 4 through 12. Each of these forms are available in the FIND database. Efforts to consolidate these forms will be made, and any changes will be found in the FIND database.

- **Volunteer Job Description - V-1**

A job description must be written for each volunteer position. It is helpful when advertising for the position, or answering inquiries. It is a necessary tool when interviewing a prospective volunteer. The job description must be attached to the Volunteer Application & Services Agreement.

All new Volunteer job descriptions must be sent to the Concessions/Enterprise Manager. They will be posted in the FIND database along with all of the other volunteer job descriptions from all of the parks. The purpose in this is to have all descriptions available to all parks to assist all parks in writing new volunteer job descriptions.

- **Volunteer Application - V-2**

The Volunteer Application form should be sent to all persons who request information on the program. The application form is designed to gather pertinent information about a potential volunteer's background, areas of interest, and skills. It can be used to screen applicants, to develop a file of potential volunteers for future needs, or to refer volunteers to other areas. Resumes, if provided, may be attached to the completed application form. An application should be completed by each prospective volunteer and by individuals representing a group of volunteers. The Volunteer Services Agreement is the document that legally enrolls an individual or group in the Division's Volunteer Program and provides volunteers with State protection in case of tort claims. It must be completed, and signed by both the volunteer and the Volunteer Manager, even for projects of only a few hours duration.

- **List of Volunteer Group Participants - V-3a**

Each person who will be working on a particular group project should put his name, address, and signature on this list. A list of participants should be attached to Form V-3 each time a group volunteers for a project.

- **Parental Approval Form - V-3b**

A Parental Approval Form must be signed by the parent or guardian of all volunteers under the age of 18 and attached to the Volunteer Services Agreement form, V-3.

- **Record of Volunteer Hours Worked - V-4**

It is important that each park develop a system for recording the number of hours each volunteer works. This form provides a record of hours as well as assignments for volunteers who participate in more than one activity.

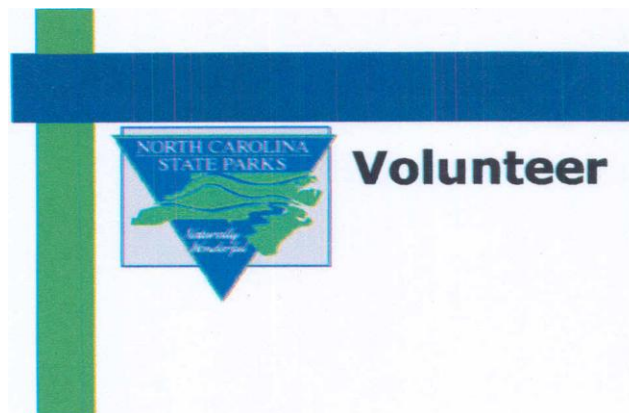
- **Volunteer Evaluation - V-5 (for long term volunteers)**

This form serves as an aid in evaluating volunteers. It affords an opportunity for the volunteer to receive feedback on his or her performance. Volunteers should be evaluated by their supervisor after the first month or six weeks. They should receive an evaluation when a major project is finished, when the volunteer terminates his or her services, when a volunteer's services are terminated by the Division, and at least annually for continuing volunteers.

- **Volunteer's Evaluation of Assignment - V-6 (for long term volunteers)**

Each volunteer should be given an opportunity to evaluate the volunteer program and his or her assignment. This form should be completed by the volunteer at the same time as their evaluation. The purpose of this form is to help parks improve their volunteer programs.

- Report of Volunteer Hours and Activities - V-7
This form is used to keep a record of all volunteer hours and activities. It is to be prepared by the Volunteer Manager and entered in the database on a regular basis.
- Volunteer Injury/Accident Report – V-8
This form is used when an injury occurs to a park volunteer. Copies must be sent to supervisor, district superintendent, chief of operations, and concessions/enterprise manager.



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS AND RECREATION

V-1



VOLUNTEER JOB DESCRIPTION

Title:

Major Objectives:

Specific Tasks and Responsibilities:

Qualifications:

Training and/or preparation:

Time and Place:

Length of Commitment:

On-the-Job Supervision:

Name and Title of Supervisor:



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS AND RECREATION

VOLUNTEER APPLICATION & SERVICES AGREEMENT

Name (please print) _____

Address: _____

City: _____ State: _____ Telephone: _____

E-MAIL _____

Are you 18 years old or older? yes _____ no _____

Do you speak languages other than English? If yes, then explain _____

Would you prefer to work directly with the public? yes _____ no _____

Specify type of volunteer service you prefer: _____

Level of education completed: High School/GED _____ Associates Degree _____ Graduate Degree _____

Employment status: Employed _____ Retired _____ Student _____

Availability for Volunteer Work:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning							
Afternoon							
Evening							

Do you prefer to work as a: Full-Time Volunteer _____ Part-Time Volunteer _____
 Short-Term Volunteer _____ Special-Project Volunteer _____

Date of availability _____

Briefly list job experience, skills, and/or volunteer experience: _____

Emergency Contact: Name _____ Phone: _____

List any physical limitations that may affect your duties as a volunteer _____

Have you ever been convicted of a misdemeanor or felony? yes_____ no_____

If yes, explain

I (we) understand and agree to obtain parental or guardian consent for individuals under 18 years of age and to comply with applicable child labor laws. I (we) understand that the individual(s) volunteering under this agreement will not receive any compensation for the above work and they will NOT be considered to be State Employees for any purpose other than tort claims, and I (we) understand that volunteer service is not creditable for leave accrual or any other employee benefits. I (we) also understand that either the Division of Parks and Recreation or I (we) may cancel this agreement at any time by notifying the other party. (For groups) We agree to provide the Division of Parks and Recreation with a list of active participants, and the number of hours each contributed, when and as requested.

The North Carolina Division of Parks and Recreation reserves the right to conduct a criminal background check on any person wishing to volunteer within the state park system.

Date

Signature

The Division of Parks and Recreation agrees, while this agreement is in effect, to provide such general supervision, materials, equipment, and facilities as are available and needed to perform the work described above, and to consider the individual(s) volunteering under this agreement as a State employee(s) only for the purpose of tort claims.

Signature of Volunteer Manager

Date

V-3A
REV 6/98

DATE _____



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS AND RECREATION

LIST OF VOLUNTEER GROUP PARTICIPANTS

[illegible]

V-4
Rev 6-98



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES DIVISION OF PARKS AND RECREATION
VOLUNTEER PROGRAM

RECORD OF VOLUNTEER HOURS WORKED

Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
JAN																																
FEB																																
MAR																																
APR																																
MAY																																
JUN																																
JUL																																
AUG																																
SEP																																
OCT																																
NOV																																
DEC																																

NAME: _____

YEAR: _____

TOTAL: _____

ASSIGNMENT:

DATE COMPLETED:



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS AND RECREATION

VOLUNTEER EVALUATION
(FOR LONG TERM VOLUNTEERS)

Name of Volunteer: _____

Work Area: _____

Supervisor: _____ Date of Service: _____

3-Excellent 2-Good 1-Satisfactory O-Unsatisfactory NA-Does not apply

Circle the appropriate answer:

1. Demonstrates knowledge of the objective of the agency and of work assignment.
3 2 1 O NA
2. Works with co-workers to accomplish tasks.
3 2 1 O NA
3. Ability to accept and carry out directions of supervisor.
3 2 1 O NA
4. Ability to accept and use constructive criticism.
3 2 1 O NA
5. Ability to perform tasks without direct supervision; has the motivation to learn new tasks/skills; looks for things to be done.
3 2 1 O NA
6. Dependability, punctuality, attendance, and completion of tasks.
3 2 1 O NA
7. Works with park visitors in courteous and cheerful manner.
3 2 1 O NA
8. The park visitors show positive response to the volunteer.
3 2 1 O NA
9. Any additional comments: _____

Evaluator's Signature: _____ Date: _____

Volunteer's Signature: _____ Date: _____



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS AND RECREATION

VOLUNTEER'S EVALUATION OF ASSIGNMENT
(FOR LONG TERM VOLUNTEERS)

Name _____ Work Area: _____

Supervisor: _____ Date of Service: _____

=====

3-Excellent 2-Good 1-Satisfactory 0-Unsatisfactory NA-Does not apply

Circle the appropriate answer:

- | | | | | | | |
|----|---------------------------------------------------------------|---|---|---|---|----|
| 1. | Personal satisfaction with present job assignment. | 3 | 2 | 1 | O | NA |
| 2. | Present duties comply with job description. | 3 | 2 | 1 | O | NA |
| 3. | Orientation and training adequate for park visitor contact. | 3 | 2 | 1 | O | NA |
| 4. | Supervisor=s instructions adequate for day-to-day activities. | 3 | 2 | 1 | O | NA |
| 5. | Cooperative and positive relationship exists with staff | 3 | 2 | 1 | O | NA |
| | ...with supervisor. | 3 | 2 | 1 | O | NA |
| 6. | Receive adequate recognition for services. | 3 | 2 | 1 | O | NA |
| 7. | Any additional comments: | | | | | |

8. If exit interview, please state reason(s) for leaving:

9. Would you do volunteer work for us again? _____

10. Did the Volunteer Program meet your expectations? _____

11. How can we do a better job in the future?

Volunteer's Signature: _____ Date: _____

Volunteer Manager's Signature: _____ Date: _____

cc: Supervisor

V-7

Rev 6-98



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS & RECREATION

REPORT OF VOLUNTEER HOURS AND ACTIVITIES

Name of Park or Section: _____ Year: _____

Reporting Period #1 ☐ January 1 - March 31 #2 ☐ April 1 - June 30
#3 ☐ July 1 - September 30 #4 ☐ October 1 - December 31

Month	Number of Volunteer Hours by Activity							
	Administration	Campground Host	Trails	Interpretation and Visitor Services	Maintenance	Research	Resources Management	Other
Totals								
	Total Number of Volunteer Hours for this Period					<div style="border: 1px solid black; width: 150px; height: 20px;"></div>		

Volunteer Manager

Date

V-8
Rev 6-98



NORTH CAROLINA DEPARTMENT OF ENVIRONMENT
AND NATURAL RESOURCES
DIVISION OF PARKS & RECREATION

REPORT OF VOLUNTEER INJURIES/ACCIDENTS

Injured Person's Name: _____ Date of Birth: _____

Address: _____ Age: _____ Sex: Male Female

City: _____ State _____ Zip: _____ Phone (H) _____ (W) _____

Parent's Name (If Minor): _____

Give a brief description of incident: _____

Date of incident: ____/____/____ Time of incident: _____ am pm

Location within park: _____

Was first aid required? Yes No If yes, what type: _____

Was professional medical treatment required? Yes No If yes, what type: _____

Could this accident have been avoided? How: _____

Witnesses: Name/phone _____
Name/phone _____
Name/phone _____

Other observations: _____

Prepared By/Position: _____ Park: _____

Signature: _____ Date: _____

*Make sure copies get to immediate supervisors, Park Superintendent,
District Superintendent, Chief of Operations and Concessions/Enterprise Manager*

SECTION II

PROGRAM PLANNING AND MANAGEMENT

11.0 INTRODUCTION

Section I of these guidelines provides policy and procedural guidance for the Volunteer Program. Section II covers program planning, development and operation. The objective of this section is to assist managers in determining their need for volunteers, developing and operating their own volunteer program, and increasing the efficient use of volunteer services.

Volunteerism is an American tradition that over the years has made an immeasurable contribution to communities, organizations and individuals throughout the country. A recent poll found that over one-third of the American public has been or is now a volunteer. Over half of those presently involved in volunteer work are also employed in full or part-time jobs. The image of volunteers as bored individuals searching for something to do has given way to today's realities. Volunteers are doing everything from working in hospitals to operating visitor information stations and performing search and rescue operations. Today's volunteers are active, dynamic, creative individuals of all ages who possess the skills, desire, patience and time to accomplish a wide variety of tasks.

11.1 Why Use Volunteers?

There are many advantages to working with volunteers other than the obvious one of accomplishing a job at minimal expense. Enabling people in the community to be actively involved with Division of Parks and Recreation programs increases public support and helps them understand the work and planning behind management decisions. With volunteers, parks can undertake projects which would, otherwise, not be possible and expand existing programs beyond the limits imposed by personnel shortages and budget constraints. A volunteer can also provide skills or expertise needed on a temporary basis.

11.2 Who Volunteers?

Volunteers no longer fit a stereotyped image. They may be elementary school children who volunteer as a group to pick up litter, or active retirees, with both knowledge and experience to share with others. They may be doctors, lawyers, carpenters, or biologists, who may or may not want to use their professional skills in their volunteer jobs. They may be skilled people seeking to learn new skills, or people who come to the parks without any specific training.

Volunteers come with different backgrounds, abilities, and desires to interact with other people. Some may prefer working alone. Others may prefer an opportunity to work with other people, or look at volunteering as a way to make new friends with similar interests. Socializing among volunteers and between volunteers and staff is an inherent part of any volunteer program. Groups are a special category of volunteers. Through group involvement, projects requiring large numbers of people, such as the maintenance of a long segment of trail or the handling of a special event, can be accomplished. Special-interest groups may be recruited (or may approach the park) for projects that relate to their interests. School (elementary through college), church, or scout groups might propose specific projects they would like to do, or they may be willing to assist with Division-proposed projects. The parks may wish to design projects that would also fulfill requirements for school work or scout merit badges.

11.3 Why Do People Volunteer?

The reasons people volunteer are as numerous as the types of work they do. Most volunteers have more than one objective. Volunteers are motivated by factors other than a paycheck. Unlike many paid jobs, volunteering gives people the opportunity to do things they want to do and can do well. Although many people will volunteer to use their available skills, other volunteers will want to do work that is totally different from their everyday work.

Volunteering is a way to provide a public service and fulfill responsibilities to society. It provides an opportunity for people to be helpful. Volunteering can provide opportunities for learning, opportunities to follow an avocation, and can be an outlet for creativity and energy.

11.4 How Long Do Volunteers Stay?

Volunteers may want to donate their services for a day, for a few hours each day, a month or two, or a period of years. They may volunteer to complete just one project, or work on several different projects at different times.

12.0 PLANNING A VOLUNTEER PROGRAM

The decision about how volunteer services will be utilized in a particular area must be based on a thorough analysis of management needs, goals, and available volunteer resources.

12.1 The Park Volunteer Manager

The first step in planning a volunteer program is to designate someone on the park's permanent staff to coordinate the analysis of management needs and volunteer resources. This should be a staff member who can assume the responsibility for coordinating the overall Volunteer Program as a collateral duty once it becomes operational. Since most of the park staff will be involved in this initial assessment, and may be actively involved in using volunteers once the program is initiated, the manager should be able to work directly with the various staff members on a daily basis. The designated manager should have time to adequately perform the duties of a park volunteer manager as described in Section I, 3.6 of these guidelines. Those duties must be included in the person's position description and work plan.

12.2 Assessing Needs

In assessing the needs for volunteers, it's helpful to determine how volunteers can help and the type of volunteer skills that are needed. There are many ways to approach this task, but it is helpful for the entire park staff to be involved.

Volunteers may be helpful in tasks that need to be accomplished, if there were the time, personnel or funds. There may be tasks that are currently being done by the staff, but with which they need assistance. There may be one-time assistance needs or small jobs such as filing or organizing a storage room. Volunteers may be needed for events for a specific day.

12.3 Determining Volunteer Resources

Determining the resources available in a geographic area will help with volunteer program planning and development. One of the most effective ways to locate volunteer resources is to contact volunteer organizations and program leaders in the communities within a reasonable commuting distance of a park. Good sources of information are program leaders and volunteers in volunteer action centers, volunteer bureaus, volunteer clearinghouses, local city governments, chambers of commerce. Sources of volunteers may include schools, clubs, churches, professional and trade organizations, special interest groups, senior citizen organizations, private corporations, and hospitals.

12.4 Developing Job Descriptions

Volunteer descriptions need to be written for each volunteer job available, including projects or tasks that are appropriate for groups. Job descriptions define the tasks or duties expected under the Volunteer Agreement, and are important in preventing misunderstandings. The job description also provides a basis for volunteer evaluation, as it describes specific tasks to be accomplished, and particular skills that will be developed or used. It defines the specific training necessary to do the job, and any training to be provided by the Division.

A standard job description may be written for similar jobs, such as volunteers working at an information desk or campground hosts. Specific conditions concerning amount of time committed, training requirements, etc., which may differ for each volunteer should be discussed and included in the Agreement for Voluntary Services. Individual job descriptions should be written for jobs that differ significantly from those covered in standard job descriptions. Volunteers are successful when they are providing services they look forward to and want to do. Volunteer jobs should be interesting, challenging, and rewarding. The job needs to arouse enthusiasm so the volunteer will be excited about doing the job!

All volunteer job descriptions, whether standard or individualized, should contain the following:

- Title of job
- Major objectives
- Specific tasks and responsibilities
- Qualifications
- Training and/or preparation
- Time and place
- Length of commitment
- On-the-job supervision
- Name and title of supervisor

Four factors to consider in designing jobs your volunteers will want to do are:

- **Responsibility** – Your volunteers need to have a sense of personal responsibility for the services they provide.
- **Authority to Think** – Give your volunteers an opportunity not only to do the work, but also to play some part in planning and deciding how to do it.
- **Accountability for Results** – Being accountable for the outcome keeps volunteers focused, and gives them the satisfaction of making progress toward a meaningful accomplishment.
- **Keep Score** – Regular evaluation will help your volunteers know if they are succeeding in their job and will help fuel their motivation.

13.0 MANAGING A VOLUNTEER PROGRAM

13.1 Recruiting

A good place to start looking for volunteers is a Voluntary Action Center (VAC). Voluntary Action Centers generally provide help in locating and placing volunteers.

Volunteers can also be reached in the following ways.

- Speaking to park visitors
- News media
- Club meetings
- Social functions
- Church gatherings
- Professional societies
- Senior citizen groups
- Shopping malls
- Fairs or conferences
- Private businesses
- Industries
- State and federal agencies
- College clubs, student unions, newspapers
- College job placement centers
- Professors teaching courses related to the needs of the park
- High school and elementary school teachers, principals, guidance counselors, and clubs
- Special interest groups (local hiking club, Boy Scout troop, etc.)
- Social Media, web sites
- Friends Groups

An excellent source of volunteers is the increasing number of high schools that are requiring students to perform volunteer work through community involvement in order to graduate. School officials are good contacts to locate high school volunteers, and requesting to recruit for volunteers with posters in the school will help to advertise for volunteer positions.

Radio and television are effective means of conveying volunteer needs, as public service announcements are heard by thousands of people. As a public service, some newspapers offer free space for advertising volunteer needs. All media contacts must be cleared through the Division's Public Information Officer.

13.2 Interviewing and Placing

Volunteers should be interviewed as it provides the volunteer and the supervisor a chance to gather information and ask detailed questions before any commitment is made.

The interview should identify the individual's skills, interests, and limitations. It also offers the opportunity to provide specific information on training, orientation, equipment, liability protection, and any other specific benefit or requirement of the Volunteer Program. All volunteer applicants must be informed of the decision once it is reached.

13.3 Criminal Background Check

The Division of Parks and Recreation reserves the right to conduct a criminal background check on volunteers who:

- Do not receive a favorable reference
- Have unsupervised access to children or vulnerable adults
- Will be responsible for collecting or disbursing agency cash or processing credit/debit card transactions.
- Criminal background checks can be done on a volunteer by contacting the Chief of Operations of State Parks.
- No data will be recorded, in compliance with standing regulations. Notification of pass/fail will be given. Results will be documented in the volunteer file.
- NCDPR staff will not be privy to the reasons or the record of the volunteer, only Pass/Fail status.

Notification will be made to the affected volunteer by mail from within the department.

13.4 The Volunteer Agreement

When an agreement has been reached on the specific work a volunteer will perform, specific time commitments, official starting date, and other negotiable items, the Agreement for Voluntary Services can be prepared and signed. The content and use of the Agreement (Form V-3) is discussed in Section I, 9.1 of these guidelines. Note that a complete job description must be attached to the Agreement. A Form V-3b (parental approval) must also be attached if the volunteer is under 18 years of age.

The Agreement for Voluntary Services is a contract between the Division of Parks and Recreation and the volunteer. It individualizes the job description by identifying rights and responsibilities, time frames and commitments, and support. A properly executed agreement is a key tool for successful volunteer program management.

Once the agreement has been signed, and before he or she begins work, the volunteer should be introduced to the people he or she will be working with, and oriented with the park. The volunteer should be provided with materials that will familiarize him or her with the park and its operation.

13.5 On-Site Readiness

Preparation for the volunteer on their first day of work is important. The Division wants the volunteers to know their services are appreciated, and being prepared before they arrive helps to demonstrate that appreciation. The volunteer should know who their immediate supervisor will be, where their work space will be, and when the training starts. The schedule should already be determined, and the staff should know the volunteer is coming. The specifics of what the Volunteer Manager will do versus what the supervisor will do with regard to the paperwork and orientation should also be decided before the volunteer arrives.

13.6 Orientation

Most volunteers, even those who bring specific skills and knowledge, will require some orientation to acquaint them with the mission of the Division of Parks and Recreation, to introduce them to the park, their job and co-workers, their specific worksite, and the performance and attitudes expected of them. Orientation begins at the moment of placement and provides volunteers with their first real indication of how the park staff feels about them. Proper orientation, skillfully designed around the volunteers' needs, will help them to feel welcome and get the most from their volunteer experience.

The job of orientating a new volunteer is easier for the immediate supervisor when a "formal"

orientation session is held. Some of the important things to cover in the orientation are as follows:

- The volunteer's assignment: where, what, when, why, and with whom
- Who to go to for help
- Work schedule
- Time keeping arrangements
- Use and care of state-owned equipment
- What to do in case of an accident or injury
- How the job relates to the rest of the park operation
- Liability protection and the importance of working within the scope of the volunteer agreement

13.7 Training

Careful recruitment, directed at potential volunteers who already have the specific skills that the park staff has identified in the initial assessment process can significantly reduce the need for on-site volunteer skills training in the park. Some on-site training, however, will always be required in an active volunteer program. The time devoted to volunteer training will be well invested, providing not only greater program efficiency but also increased job satisfaction among volunteers.

Volunteer training can be designed to serve a variety of needs. Pre-job training usually acquaints the new volunteer with the work that he or she will be doing and is sometimes combined with orientation. On-the-job training can be used to clarify expectations, extend knowledge, improve skills, or to meet individual needs. Sometimes advanced training is provided to encourage personal growth. However training is used, it should be an ongoing process; not a one-time activity.

13.8 Supervision

Supervising volunteers requires the very same skills and techniques as supervising paid employees. Volunteers want adequate supervision, direction, and guidance so that their donated time is utilized effectively. Just as in supervising paid employees, the goal of a good volunteer supervisor is to help the volunteer feel productive, successful, supported, recognized and rewarded.

Volunteers receive no monetary reward for their work; their "reward" is a feeling of accomplishment and a sense of belonging. Volunteers want to take pride in their work and in their association with the Division of Parks and Recreation. A successful volunteer supervisor knows this, and keeps morale and productivity high by making each volunteer feel wanted and a part of the working team.

It is extremely important to respect and value volunteers' time. Even though they are not being paid, their time is valuable to them and is beneficial to the park. Their work should be scheduled appropriately, and consideration given to how their productivity might be increased through better methods, coordination, equipment, and training. It is also important to involve the volunteers in decisions that affect them. Volunteers who are informed and feel a part of the operation produce better quality work.

Parks with a small staff and large volunteer programs, or programs that require more coordination might consider recruiting a volunteer to serve as Assistant Volunteer Manager. This individual could handle some of the administrative tasks such as scheduling, training, and perhaps recruiting. However, the designated park Volunteer Manager must directly

supervise such a volunteer and must not lose touch with the program's operation.

Volunteers may decide to end their services for any number of reasons: the completion of a specific project, a conflict with personal or family obligations, or the acquisition of a new job. Whatever the reason the volunteer's service ends, the supervisor should evaluate the volunteer with fairness. The volunteer also should have an opportunity to evaluate the volunteer program. If the volunteer intends to use the work experience as a means of qualifying for a particular job, he or she may request a letter from the supervisor verifying the type of work performed. Completion of service should be noted on the Agreement for Voluntary Services.

Supervision is **NOT**:

- bossing people around
- constantly telling people what to do
- frequently checking up on them
- doubting their willingness and ability to do a good job
- doing the work for them

13.9 How Much Should I Expect From My Volunteers?

Volunteers—like all workers—need to know what is expected of them. Good supervisors clearly communicate their expectations. No volunteer sets out to do a **bad** job for you. So, with that in mind, supervisors should define what doing a **good** job is. Don't believe that just because volunteers are unpaid, you shouldn't expect much from them. If you have high expectations from your volunteers you will most likely receive good results. If you believe that volunteers cannot do a good job for you or cannot be trusted to do a good job, then you will probably get minimal results.

Challenge your volunteers! Moderately difficult work, even very difficult work, is more motivating than work that is too easy. Most comments made by volunteers during informal evaluations indicate that many of them do not return year after year, or leave our organization because they were bored rather than because they were worked too hard.

Make sure your volunteers know how much you count on them to arrive on time, produce the desired products/services they have agreed to, present a good customer service attitude, and be sure they understand why their work is important. Clearly communicate your expectations regarding:

- reporting work-related problems
- not doing tasks beyond the scope of their responsibility
- maintaining appropriate relationships with co-workers
- following established procedures

13.10 How Much Should My Volunteers Expect From Me?

In addition to making your expectations known to volunteers, don't forget to ask about their expectations too. If some expectations are unrealistic, say so.

Volunteers have a right to:

- A clearly defined job.
- Adequate training.
- Tools to do the job well.
- Adequate workspace.
- Cordial relations with paid staff and other volunteers.
- Be involved in all decisions that affect them.

- Feedback (positive and negative) on their work.
- Be appreciated.
- The opportunity to discuss issues or problems concerning their work
- **Most of all...**
volunteers have a right to expect the Division to be respectful of their time and to make certain that the time is invested in tasks and activities that are truly important.

13.11 Communicating With Your Volunteers

Supervisors must be available to volunteers. Volunteers should have the ability to meet with, report to, and talk with supervisors on a regular basis. Availability encourages volunteers to consult with their supervisor if they encounter difficulties. If a volunteer has a question, they need to know to whom they can go to for an answer. You don't want them to waste time wondering what to do, or worse, doing the wrong thing.

Open and free communication is perhaps the most important aspect of building a sense of equality among volunteers and staff. Don't let your volunteers begin to feel like they are not an integral part of your work. Keep your staff informed about where and when volunteers are working for your program and what job they are performing. Including volunteers in staff meetings is a good way to foster open communication and good working relationships.

Here are a few additional ways to communicate with staff members and volunteers.

- Bulletin Board Messages
- Volunteer Cubbies or Mail Slots
- Include Volunteers in Your Routing System
- Notebook or Log Where Volunteers Can Leave Messages For You
- A Suggestion Box for Those Who Don't Speak up During Meetings
- Newsletters and Memos—Paper or Electronic
- Meetings
- Minutes and Special Reports
- Maximum Use of the Telephone

13.12 Supervising Groups

Keeping supervisory control over the actions of a volunteer club can be tricky. A club has its own identity, its own structure and rules, and they will view themselves as volunteering as a group rather than as individuals. In this situation a balance must be struck. The volunteers need to feel ownership of and responsibility for the project. On the other hand, having your park or program stay in control over what is being done in its name requires finesse. Here are some ways to balance the two needs:

- Offer clear, simple guidelines in a step-by-step fashion. Make sure the outcome of the effort is clearly defined.
- If the project/activity has been done before, give the group all the information you have about what was done previously, and what worked and didn't work.
- Be clear about the various jobs that need to be done. Indicate how the jobs work together toward the common goal.
- Clearly outline supervisory responsibility between you, the group, and its individual members. Make sure everyone is in agreement about who is in charge of what and of whom.
- Establish dates and a channel for communications between you and the group.
- Get the group to appoint its own "volunteer manager" with whom you will work. This is especially important for a one-shot event, such as a weekend construction project. Work with this person to help with recruitment, on-the-job supervision and overall

management. Make sure that someone understands that he or she is in charge of overseeing the project.

In delegating “chunks” of work to an outside group you are entering into a relationship with a partner who might become an advocate for you, and this relationship will be somewhat different from other types of supervisory relationships. The group will probably not look at you as its supervisor but may be willing to look toward you as an advisor who will help it do its work successfully. Your role is to gain trust, help define what needs to be done so that the Division gains successful results, and then to give the group whatever assistance is needed.

13.13 Handling Difficult Volunteers

Yes they exist- contrary to the “be nice” mentality that surrounds volunteerism. Who are they:

...People who demand control and have been around long enough to bring other friends, relatives and other like-minded dysfunctional into the program

...Volunteers who are abusive, verbally, emotionally, and even physically.

...Volunteers who are corrupt, unethical- betraying confidences and inappropriately becoming involved in matters not their concern.

...Bullies, threatening people with their power, or threaten to withdraw support if not pleased. They use influence to blackmail.

...Volunteers who are inept, yet who are “untouchable” because of some protector- person, tradition, or length with program.

...Self-serving, spoiled volunteers who's behavior has not been checked.

MYTHS About Problem Volunteers:

- **Ignoring the problem will make it go away.**

WRONG: It may go underground, but it won't go away.

- **No one else notices. I'm the only one suffering.**

You must be kidding. Others see it and shift their anger and frustration to you, wondering why you haven't taken care of the problem.

- **I can fix/change the person.**

WRONG. You can't and you shouldn't. That's not why you are there- it will only drain your time and energy, and cause you to ignore the 98% of your volunteers doing a great job.

- **There's good in everyone. I just need to give them time to show it.**

WRONG. Some people are just nasty, how they got that isn't your problem.

- **If I confront them, it will make things worse.**

Not confronting it will cause more, and it won't you do it carefully and calmly.

- **If I confront them they'll leave and the program will die.**

WRONG. That is simply too much control, power and dependence on one person.

- **If I push them out, they'll be mad at me.**

Maybe. Maybe not. If they become, angry so be it. You did what was best for the

program and the people you serve.

Hard Truths about Problem Volunteers:

Truth1 Volunteers are not your clients

Because a lot of your work is nurturing and supporting volunteers you may think that you are responsible for them as individuals. Not so. As a Volunteer Service Leader you are responsible for the actions of all your workers, volunteer, paid, stipend or assigned, etc.

You work to support, direct, and control those actions aiming at a specific goal and the general mission of the Division. When workers- paid or non-paid- spend their energies in a negative way and cause trouble that impedes progress, harms others, or otherwise keeps you from reaching goals, you must be ready to exert control and stop the negative behavior.

What you would not tolerate in a paid staff person you should not tolerate in a volunteer

Truth 2 You can't accept everyone who wants to work in your program

You are not responsible for the fact that some people just are NOT a good match. Inclusiveness is a philosophy, not a mandate. For instance someone with a drinking problem should not be a shuttle driver or operating mowers.

Truth 3 Some Adults act like Spoiled Children

They believe the park or program is theirs and no one, especially you, should mess with it. Such people pout, threaten, and gather others to fight any change and can become vicious if they are not obeyed.

They can easily lose sight of their goal of serving the park/ program and visitors and substitute it with their needs.

Truth 4 It can be hard to mix established volunteers with new volunteers.

Typically long-term volunteers comfortable with their patterns of helping and established routines balk at job-sharing, episodic volunteers, and new volunteers. It is a wise Volunteer leader who can see their criticism and discomfort, as stemming from uncertainty over change and act on it before it becomes nastiness.

13.14 Ways to Confront and Control a Problem Volunteer

Step 1: Talk to them in private:

Document the effects their actions have had. Remind them of the commitment they have made and how more appropriate actions are necessary to fulfill these. Ask why they chose this action.

Listen carefully to response, correcting improper assumptions and understandings; do not project acceptance of their behavior, but explain why it was inappropriate. Don't get in a debate, avoid side issues, focus on the problem.

Set a way to measure new behavior: establish timeline for correction, and a meeting to review behavior. Focus on issues, never on personality: avoid negative "you" messages. End with a projection of your confidence that they can change the behavior.

Step 2: Second Meeting

Review the actions that have taken place since first meeting. Document any continued problems and efforts. Set a very short time frame in which they must correct behavior. Follow meeting up with a letter outlining progress along with assurance that behavior will change before next meeting; outline consequences. Put letter in file.

Step3: Third Meeting

If the behavior is not corrected by this time, produce document from #2, review the agreement and consequences of non-compliance. Follow through on consequences. Document your discussion and place in file.

Most people, who have acted inappropriately, will correct the problems immediately after you have pointed them out. Some people are testing you to see what they can get away with. Sometimes, they are simply looking for a way to have their concerns heard, and a quiet discussion with you may satisfy this need and remedy the situation.

As difficult as it is to “fire” a volunteer, it is more difficult in the long run to hide from the confrontation that will either remedy the behavior or remove it from contaminating everything you and your staff and volunteers are working so hard to achieve.

13.15 Evaluation

Frequent, informal evaluations by the supervisor and the volunteer can be a great help to a volunteer program. Supervisors should conduct an informal interview with each new volunteer after the first month or six weeks. This will identify potential problems before they arise and give both parties a chance to review the job description. Volunteers should receive a written evaluation from their supervisor as follows:

- Completion of a major project
- When the volunteer terminates his or her services
- When a volunteer's services are terminated by the Division
- At least annually for continuing volunteers

These evaluations should be brief and should refer to tasks defined in the job description. The written evaluation provides a basis for the decision to continue a volunteer's services and gives the volunteer feedback on his or her work. The volunteer may use a copy of the evaluation as a reference for future employment or volunteer work.

Volunteers should be asked to evaluate the Volunteer Program at the same time they are being evaluated. They can provide a lot of information about a volunteer program.

13.16 Resignation

Volunteers may terminate their service with the Division at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision. Additionally, both the volunteer and volunteer's supervisor should officially terminate the Volunteer Service Agreement in writing by signing and dating the form that was previously completed before service began.

13.17 Termination

A volunteer may be terminated, if necessary. The Division of Parks and Recreation is not obligated to keep a volunteer in service if he or she is not performing satisfactorily. The volunteer supervisor should terminate the agreement if the volunteer repeatedly does not fulfill responsibilities, and attempts to correct the situation have failed. Terminating an unsatisfactory volunteer can be an awkward situation. When a problem first appears, the supervisor should bring it to the attention of the volunteer (and the Volunteer Manager) and work with the volunteer to find a solution. If problem-solving measures do not improve the situation and the volunteer cannot be assigned to another project or task without repeat of the problem, he or she should be given notice (unless circumstances warrant immediate termination) that his or her services will no longer be needed. Just as in an employment situation, adequate notice gives people a chance to adjust their schedules. Even in cases of required termination, the supervisor should evaluate the volunteer with fairness, and the volunteer should be given an opportunity to evaluate the program.

Any volunteer who works with the department may be dismissed or otherwise disciplined for any of the following causes:

- Failure to perform the duties and carry out the obligations imposed by the state constitution, state statutes, or rules of the department.
- Inefficiency, incompetency, or negligence in the performance of duties.
- Physical or mental incapacity for performing assigned duties, if NO reasonable accommodation can be made for the disabling condition.
- Refusal to accept a reasonable and proper assignment from an authorized supervisor.
- Insubordination or conduct unbecoming a Division volunteer or conduct detrimental to good order and discipline in the department.
- Intoxication on duty.
- Careless, negligent, or improper use or unlawful conversion of state property, equipment, or funds.
- Conviction of official misconduct in office, or conviction of any felony, or conviction of any other crime involving moral turpitude.
- Habitual pattern or failure to report for duty at the assigned time and place.
- Unexcused absences.
- Misstatement or deception in volunteer enrollment process.
- Possession of illegal substances.
- Project or job is complete and no additional help is needed.

13.18 Recognition and Awards

One of the key elements of a successful volunteer program is recognition. Recognition provides the volunteer with incentives to continue working, and is central to the retention of volunteers.

Understanding Motivation

Don't assume that all volunteers will feel adequately recognized by receiving a pin or a certificate. Remember...the reasons why people want to volunteer for THE DIVISION are almost as numerous as the types of work they can do. All behavior is motivated by something -- even poor performance. Volunteers who are motivated to succeed at the jobs we have to offer find satisfaction in our organization and in the job they do. Generally, people are motivated by three basic needs: a need to belong, to achieve, and to have status.

A person who wants to belong:

- Needs personal interaction with you and your staff.
- Works to make friends.
- Likes to get involved with group projects.
- Likes to have a close working relationship with their supervisor.
- Works most easily with people they know well.
- Needs to be perceived as a "good" person.
- Needs to be liked.
- Wants to keep people happy.
- Seeks socialization opportunities.

A person who wants to achieve:

- Needs specific goals to work toward.
- Works well alone.
- Sticks to tasks until completed.

- Needs feedback.
- Seeks responsibility.
- Likes to problem solve.
- Needs tangible rewards.
- See problems as challenges.
- Needs specific parameters set to measure success.

The person who wants status:

- Needs to impact and influence others.
- Can work alone or with a group.
- Enjoys teaching others.
- Can respond to needs of people or programs.
- Keeps an eye on overall goals of the agency.
- Responds to a job title that denotes authority.
- Will seek and accept a position of authority and responsibility.
- Is persuasive.
- Is self-starting.

Everyone, whether paid or unpaid staff, wants and needs to have his or her efforts acknowledged. A key part of supervising volunteers is recognition—showing appreciation for a volunteer’s work and offering meaningful rewards for exemplary performance and a job well done. Recognition provides incentives to the volunteer to continue working with you and is central to the retention of volunteers.

Recognition is not just “trinkets” or “events;” it is an **ongoing** process. Both formal and informal recognition should be an integral and ongoing part of your volunteer program. The most effective volunteer recognition occurs in the day-to-day interchange between the volunteer and staff as thank-you’s and “atta-girls” are freely bestowed.

Creative Recognition Ideas:

- Stop by while volunteers are working to speak to each one
- Smile and call them by name
- Remember birthdays, anniversaries, etc. (they are listed on their service agreement form)
- Labeled area to place coats, hats, personal items
- Opportunity to decorate a personal work space
- Keep track of the length of time they have worked for you
- Suggestion box
- Volunteer of the week
- Bulletin board with pictures of your volunteers at work
- Inclusion in staff meetings
- Referring to your work corps as “staff”—some unpaid, some paid
- Job descriptions for volunteers that are specific to their position, clear, and flexible
- Occasional surprise treats to say thank you
- Wall plaques noting service.
- “Volunteer Spotlight” article to the local newspaper.

Each park may want to have an annual recognition event for volunteers. Cookouts and other informal gatherings are nice ways to get staff, volunteers, and their families together for recognition. Local merchants, community leaders, and support groups may be invited to participate. This is a good way to interest potential volunteers and get the community involved.

Presentations of awards at annual recognition events may be made by District Superintendents and/or Superintendents.

Funds donated to the Volunteer Program through the Division or the Friends of State Parks may be used for special recognition of volunteers who exhibit exemplary performance, or long-term service. Pending availability, these funds may be used for recognition events. These are just a few of the ways we can recognize volunteers. However, recognition should not wait for an annual event. It is a daily effort by park staff to show appreciation for the volunteer's work.

VOLUNTEER AWARDS PROGRAM

MINIMUM HOURS OF SERVICE

All volunteers should receive a handwritten Thank You note/card

40 Hours – Letter of recognition signed by the Superintendent and a state parks lapel pin

250 Hours – Letter of recognition signed by the Director and a special token of our appreciation

500 Hours –Certificate of Appreciation signed by the Director and one free, up to 3-night stay, camping (non-electrical) at a state park. These cards will expire exactly one year after the issue date.

VOLUNTEERS ARE ALSO ELIGIBLE FOR THE SPECIAL ACHIEVEMENT AWARD OFFERED THROUGH THE DIVISION'S AWARDS PROGRAM AND FOR SPECIAL RECOGNITION AT REGIONAL VOLUNTEER AWARDS EVENTS SPONSORED BY THE GOVERNOR'S OFFICE.